

**Campbell County Health Board of Trustees**  
Regular Board Meeting – CCH 5<sup>th</sup> Floor Classroom  
December 7, 2023  
5:00 PM

**Members present:**

Alan Stuber, Chair  
Sara Hartsaw, Vice Chair  
Tom Murphy, Secretary

Randy Hite, Treasurer  
Mark Hoskinson, Trustee

John Mansell, Trustee  
Bill Rice, Trustee

**Also present:**

Matt Shahan, CEO  
Jerry Klein, COO  
Natalie Tucker, CNO  
Tom Lubnau, CCH Attorney  
Adam Popp, CFO  
Matt Sabus, CIO

Brandi Miller, Exec Assistant  
Breeann Richardson, Marketing  
Director  
Norberto Orellana, Marketing  
Tanya Allee, Patient Experience  
Jerry Taylor, Chaplain

Michelle Fischer, HMR  
Jeanette Tollefsrud, MM  
Brenda Lanz-Dedman, OB  
Leslea King  
Ryan Boothe  
Derek Friedlan, Case Mng.

**Pledge of Allegiance**

**Call to Order** – Chairman Stuber, called the meeting to order at 5:00 p.m.

**Mission Statement** – Trustee read Campbell County Health's Mission Statement.

**Vision Statement** – Trustee read Campbell County Health's Vision Statement.

**Roll Call** - Brandi Miller called the roll, all members present.

**Approval of Agenda**

**TRUSTEE MURPHY MOVED TO APPROVE THE AGENDA AS PRESENTED. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**Consent Agenda**

**TRUSTEE HITE MOVED TO APPROVE THE CONSENT AGENDA AS PRESENTED. TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

The following items were approved as part of the Consent Agenda:

- Approval of Minutes – 10/26/23 Regular Meeting (Retreat)
- Finance Committee Minutes – 12/4/23
- 2024 Board Meeting Schedule
- 2024 Medical Directors
- Approval of Policies – Corporate Compliance Program and Education Policy

**Recognitions and Presentations**

Recognitions:

- Brenda Lanz-Dedman, Maternal Child Department Secretary – Legend Award
- Jerry Taylor, Chaplain – Legend Award
- Leslea King, RN – Daisy Award
- Jeanette Tollefsrud, MM – Bee Award

New providers:

- Russell Lauver, DO, APW Emergency Medicine Medical Director
- Ryan Boothe, NP, CCMG Pediatrics
- Micayla Hinds, CPNP, Pediatric Nurse Practitioner in the ENT Clinic
- Dylan Lindsay, PA-C, Physician Assistant at WYOS, working with Dr. Ulibarri
- Leslie Mashak, LPC, Counselor at CCMG Behavioral Health Services
- Cassandra Hayes, PPC, Counselor at Kid Clinic
- Sarah Clonch, LPC, Counselor at CCMG Behavioral Health Services

Home Medical Resources – Michelle Fischer, HMR Manager, shared the results of their recent audit. HQAA DME Accrediting Body was onsite to conduct their 3-year accreditation. There was only one deficiency noted and two recommendations made. HMR has had continuous patient and service line growth over the last several years.

Surgery Department Spotlight – Ron Evangelista, Surgery Director, reviewed the many services CCH can provide. A brief update on the Da Vinci Robot was provided. Statistics show that a large percentage of new grads have received Da Vinci training throughout their schooling. Recovery time and comfort levels are improved when using the robot vs. laparoscopy. Dr. Canfield performed the first Da Vinci procedure in CCH last month. Ron is working with the Da Vinci reps to have a robotic introduction at the Health Science building for high school junior and seniors and a session for community members.

**QUESTIONS OR COMMENTS** – No comments shared.

### **DISCUSSION ITEMS**

**Health Equity – Social Determinants of Healthcare** – Natalie Tucker, CNO, updated the Board on CMS rulings effective October 2023:

- Required of us due to Pysch Unit in acute care hospital
- Reimbursements for the entire facility are tied to these regulations.
  - If we don't submit specified data on quality measures as required, we will receive a 2% reduction to the annual payment.
- Measure assesses the percent of patients aged 18-years and older at the time of admission that are screened for 5-specific health-related social needs.
  - Food insecurity, housing instability, transportation needs, utility difficulties, and interpersonal safety.
- 5 Attestations
  - Domain 1: Equity is a Strategic Priority (Board Involvement)
    - Our hospital strategic plan identifies healthcare equity goals and discrete action steps to achieving these goals.
    - Our hospital strategic plan outlines specific resources which have been dedicated to achieving our equity goals.
  - Domain 2: Data Collection
  - Domain 3: Data Analysis (Board Involvement)
    - Our hospital stratifies key performance indicators by demographic and/or social determinants of health variables to identify equity gaps and includes this information on hospital performance dashboards.
  - Domain 4: Quality Improvement
  - Domain 5: Leadership Engagement (Board Involvement)
    - Our hospital senior leadership, including chief executives and the entire hospital Board of Trustees, annual reviews key performance indicators stratified by demographic and/or social factors.
- A Charter has been created, led by Derek Friedlan as Manager of Case Management.

### **ACTION ITEMS**

#### **Capital Requests**

- a. **Upgrade Flex to FlashArray Controller (PURE)** (\$166,791.15) – The current controller in place is unable to keep pace with the movement of data between primary and secondary storage systems. This purchase will allow IT to continue to maintain a redundant copy of our data on-site. Item was budgeted at \$170,000.00.

**TRUSTEE HOSKINSON MADE A MOTION TO APPROVE THE UPGRADE FLEX TO FLASHARRAY CONTROLLER CAPITAL REQUEST AS PRESENTED IN THE AMOUNT OF**



**\$166,791.15. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

- b. Dell Latitude Laptops Qty 25 Plus Docks (\$38,144.75) – Replenishment of laptops for inventory. These laptops will primarily be used for the Rev Cycle vendor change-over. These items were budgeted within a larger IT capital request.

**TRUSTEE HOSKINSON MADE A MOTION TO APPROVE THE DELL LATITUDE LAPTOPS QTY 25 PLUS DOCKS CAPITAL REQUEST IN THE AMOUNT OF \$38,144.75 AS PRESENTED. TRUSTEE RICE SECONDED THE MOTION.**

Discussion: Some laptops will be used to stock inventory, and some will be used with the Rev Cycle change over. Managers throughout the organization are being converted to laptops rather than desktops.

**MOTION CARRIED UNANIMOUSLY.**

- c. General IT: Micro Towers, Networking Adapters, Printers (\$34,858.54) – Purchase of micro towers to replace failing equipment. Also, these items will be utilized in the implementation of tracker boards across multiple departments. The purchase of network adapters will reduce costs associated with cabling expenses, replacement, and maintenance. These items were budgeted within a larger IT capital request.

**TRUSTEE HOSKINSON MADE A MOTION TO APPROVE THE GENERAL IT MICRO TOWERS, NETWORKING ADAPTERS, PRINTERS CAPITAL REQUEST IN THE AMOUNT OF \$34,144.75 AS PRESENTED. TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

- d. Walk in Clinic Flooring Project (\$92,169.85) – Minutes from the 12/1/22 Board of Trustees meeting reflect the initial approval of the project. At that time, the project was deemed a repair. However, given that the entire floor was removed and replaced in its entirety, this expense qualifies for consideration as capital. The CFO recommended this expense be considered as capital and reflected as a FY23 roll-forward item. This is the final invoice. 148,559. There was a partial payment, this is the final.

**TRUSTEE HARTSAW MADE A MOTION TO APPROVE THE WALK IN CLINIC FLOORING PROJECT PAYMENT OF \$92,169.85 TO BE PROCESSED AS CAPITAL AND REFLECTED AS A FY23 ROLL-FORWARD ITEM. TRUSTEE MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

- e. FujiFilm D-EVO Suite FSx-Digital X-Ray (Wright Clinic) (\$96,680.00) – The current machine in Wright, purchased in 1999, ceased to operate in October of this year. Payback period, estimating approximately 50% collection rate for Wright Clinic, is just under 5-years.

**TRUSTEE RICE MADE A MOTION TO APPROVE THE FUJIFILM D-EVO SUITE FSX DIGITAL X-RAY CAPITAL REQUEST IN THE AMOUNT OF \$96,680.00 AS PRESENTED. TRUSTEE HOSKINSON SECONDED THE MOTION.**

Discussion: The machine includes extremity and chest x-rays. The new suite allows inhouse radiologists to view the results remotely.

**MOTION CARRIED UNANIMOUSLY.**

Finance Report Out and Approval – October 2023 bad debt and charity totaled \$2,902,569.36.

**TRUSTEE HARTSAW MOVED TO APPROVE THE OCTOBER BAD DEBT AND CHARITY CARE IN THE AMOUNT OF \$2,902,569.36 AS PRESENTED. TRUSTEE HOSKINSON SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Financial Discussion – Acute admissions and Legacy admissions were slightly up from last month. Patient length of stay, ER visits and total clinic visits for the month are down from the prior month. Acute and Medicare length of stay are down from September.

Days cash on hand is 125. Total patient revenue for October was \$33.6M. Total Operating Expenses were \$21.48M. Operating income for October was (\$4.9M), YTD (\$10.9M), budgeted for (\$5.58M). Month ending revenue in excess of expenses was (\$2.9M). The Mill Levy increased from last month.

Adam gave a brief explanation on how allowances are calculated. A payment gap is the lag from the date of service to the date of payment. There are 2 key factors that are used to calculate allowances; 1. Direct from payor; 2. Adjustment up or down from AR.

During Finance Committee, Trustee Rice, requested to have prior month stats included on the utilization report. Adam will add this information to future finance packets.

Audit work continues. The Bond holders have been receiving regular updates. At this time the data reflects that we will come in above the thresholds. Purchased services were higher than budgeted, primarily due to extending the go-live date with Epic. An agreement was made with UCH to set up a payment plan to cover the implementation/training fees that UCH has expended. There was discussion about expectations for the new Rev Cycle vendor relationship. The contract does not include a matrix or targets. The Board requested that updates on large projects/initiatives (APW, Rev Cycle Vendor, WREMS, etc.) be shared.

Axiom is on target to begin training in January and use for budgeting purposes in February.

**TRUSTEE MURPHY MOVED TO APPROVE THE OCTOBER FINANCIALS AS PRESENTED. TRUSTEE HITE SECONDED THE MOTION.**

Discussion: Trustee Mansell asked why the balance sheet shows a decrease of \$10M in assets from last year. This was due to paying cash for an asset that was purchased last October.

**MOTION CARRIED UNANIMOUSLY.**

2024 Board of Trustees Election of Officers – Election of officers has been done in a variety of ways over the last many years. There was discussion about the benefit to having officer positions serve in that capacity for a 2-year term.

**TRUSTEE MANSELL MOVED TO KEEP THE OFFICER SLATE THE SAME. MOTION DIED DUE TO A LACK OF A SECOND.**

Discussion: There is benefit in keeping the Chair and Treasurer in office for more than one year. Trustee Murphy expressed that he would be willing to move to Vice Chair if Trustee Hartsaw wanted to relinquish her Vice Chair duties, this would open the secretary position for one of the newer Trustees to serve in that capacity.

**TRUSTEE MANSELL MADE A MOTION TO APPROVE ALAN STUBER AS CHAIR, TOM MURPHY AS VICE CHAIR, AND RANDY HITE AS SECRETARY. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**



**TRUSTEE HOSKINSON MADE A MOTION TO APPROVE BILL RICE AS SECRETARY. TRUSTEE MANSELL SECONDED THE MOTION. BILL RICE ABSTAINED FROM THE VOTE. MOTION CARRIED UNANIMOUSLY.**

Chairmans Report – No report.

Chief of Staff Report – Dr. Neuwirth and his assistant Kassidy will continue visiting community physicians after the holidays.

CMO Report – Dr. Barabas was unable to attend the meeting.

UCH Update – Diane Jackson updated the Board on recent happenings. Working on a staged opening of the new tower on the Anschutz Medical Campus. UCH continues to support CCH by providing Sustainability plan guidance, administrative assistance, job descriptions, collaboration, etc.

CEO Report – Matt Shahan provided the following updates:

- A Corporate Integrity Agreement (CIA) update was distributed prior to the Board meeting. The Fox Group's IRO report out held us to a signature time guideline that does not exist in Wyoming law. A request to the Attorney General to not hold us to this standard was submitted and we are awaiting a response. Throughout this process we looked at processes throughout the organization, not just BHS processes.
- Ashley Montague organized a gift drive for children throughout the community. Department managers donated and wrapped gifts earlier this week.
- Work on the sustainability plan continues.

Matt and the Board recognized Jerry Klein, COO, and Matt Sabus, CIO, for their work and dedication to CCH during their tenures. Jerry's last day is December 29 and Matt's is December 8. During Jerry's tenure he served not only as COO but as Interim CEO and was able to provide a stability to the organization during that difficult time. Matt was essential to the organization during the cyber attack and has worked diligently to put measures in place that help protect CCH from another attack.

## **EXECUTIVE SESSION**

The regular meeting recessed at 7:07 PM to enter Executive Session.

**TRUSTEE HOSKINSON MOVED TO ENTER INTO EXECUTIVE SESSION AT 9:07PM TO DISCUSS MEDICAL STAFF MATTERS PURSUANT TO W.S. 16-4-405(a)(ix) AND CONFIDENTIAL DONATIONS PURSUANT TO W.S 16-4-405(a)(viii). TRUSTEE MANSELL SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**TRUSTEE HOSKINSON MOVED TO COME OUT OF EXECUTIVE SESSION AT 7:53 PM. TRUSTEE HITE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

Returned to Open Session at 7:53 PM.

## **ACTION ITEMS**

Medical Staff Appointment Approval

**TRUSTEE HOSKINSON MOVED TO ACCEPT THE REPORT OF THE CREDENTIALS COMMITTEE. TRUSTEE RICE SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

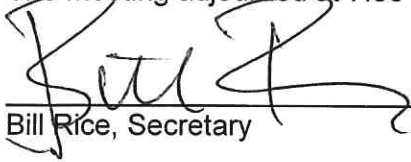
Confidential Donation

**TRUSTEE HOSKINSON MOVED TO ACCEPT THE DONATION DISCUSSED IN EXECUTIVE SESSION UNDER THE TERMS AND CONDITIONS DISCUSSED IN EXECUTIVE SESSION. TRUSTEE MURPHY SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

**ADJOURNMENT**

**TRUSTEE MURPHY MOVED TO ADJOURN AT 7:56 PM. TRUSTEE HARTSAW SECONDED THE MOTION. MOTION CARRIED UNANIMOUSLY.**

The meeting adjourned at 7:56 PM. The next meeting is scheduled for January 25, 2024.

  
\_\_\_\_\_  
Bill Rice, Secretary

  
\_\_\_\_\_  
Brandi Miller, Recorder